

# NJOIC Collaboration and Web 2.0



# The Environment – Real Time



- **Dynamic national security environment**
- **Massive and immediate global media exposure**
  - Decisions in NCR and execution in theater can be a matter of minutes
- **Rapidly developing and changing circumstances in ways we can't predict**
  - How do we get more proactive than reactive?
- **Compressed strategic, operational and tactical response cycle**



# National Joint Operations and Intelligence Center



- Stood up in DEC 08 post Georgia – Russia crisis by then LTG McChrystal (then DJS); five watch teams led by a BG; 24/7
- Guidance
  - Flatter
  - Faster
  - More collaborative
  - More discoverable
  - More transparent

**Shift in culture from  
“need to know” to  
“need to share”**

***“I need information at the speed and accuracy my job requires”.....CJCS***

# Tuesday, 12 January 2010

## Haiti Earthquake



16:53 local time...



**USAID**  
FROM THE AMERICAN PEOPLE



- Whole of government relief effort.
- Broad range of mission partners.
- International humanitarian assistance team.



# How We Share Information



- **Asynchronous**

- Email (point to point).....has limitations
- Intelink Blogs
- Intelink / Intellipedia Wiki Pages
- SharePoint / Express room
- All Partners Access Network (APAN)



**AND**

- **Synchronous (real-time)**

- Video teleconferencing (DCO / Adobe)
- mIRC Chat
- DCO Jabber Chat (XMPP)
- 3D Google Earth UDOP



# Web 2.0 Advantages



- Expands the body of knowledge
- Crowd-sourcing...integrates information from the “edge”
- Presents opportunity for out-of-the-box thinking and creativity
- Reduces the time it takes to get ground truth – some risk – but a self correcting system

*“I would rather have the 70% solution now, than the 100% solution too late”*

*.....LTG McChrystal*

**“The metric is what the person has to contribute, not the person’s rank, age or level of experience. If they have the answer, I want the answer. When I post a question on my blog, I expect the person with the answer to post back. I do not expect the person with the answer to run it through you, your OIC, the Branch Chief, the Exec, the Division Chief and then get the garbled answer back before he or she posts it for me. The Napoleonic Code and Net-centric collaboration cannot exist in the same space and time. It’s your job to make sure I get my answer and then if they get it wrong or they could have got it “righter”, then you guide them toward a better way. But do not get in their way.”**

**GEN James E. Cartwright, VCJCS**

# Age of the VTC And Web Conferencing...



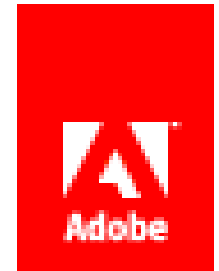
From this:



Telepresence VTC Suites

- Centrally controlled, only available to a few
- Expensive, bandwidth intensive
- Still has utility...

To this:



**TANDBERG**

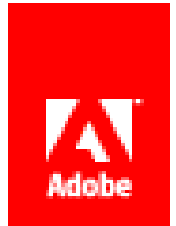
Enterprise  
Web Conferencing

- Enterprise solution; everyone can have it
- Logitech webcam <\$25
- Available to all in .mil / .gov environment

# Web Conferencing Challenges



- Latency (quality of the network)
- Bandwidth for disadvantaged users must be considered
- Must have gateway between DCO and other VTC capabilities
- Video / audio quality does not match classic VTC Suites
- Slide conversion and uploading speed is slow for large slide presentations
  - Still too much time / effort spent building slides at all levels





- [illegible]





# Intelink SharePoint

- **A COLLABORATIVE SPACE:**
  - How do you get staff off their desk top, C drive, shared drives and to a place more collaborative...discoverable??
  - Haiti CME staff used Intelink SharePoint as a:
    - Document repository
    - File sharing / collaborative space
    - Calendar / Battle Rhythm tracker
    - AAR Data Collection Tool
    - RFI / Task tracker
  - Key advantages: Discoverable and easy to share
    - Uses Intelink Passport login
    - RSS enabled
    - Can use URLs to send a link to anyone via blog / chat / email instead of an email with large attachment

# NJOIC WBCoW



- **Wiki, Blog, Chat, or Whatever**
  - Used for Crisis Management Element
  - Future Operations Planning Teams
  - Information sharing and collaboration
  - RSS enabled
  - Links to other key sites and documents



ANYONE USING INFORMATION FROM THIS SYSTEM IS TO MAINTAIN THE CLASSIFICATION OF THE INFORMATION. Dynamic Page Highest Possible Classification: UNCLASSIFIED

(U) Haiti Earthquake WBCW/Wiki  
UNCLASSIFIED//NOFORN

Haiti Earthquake Wiki | Haiti Earthquake RSS | Haiti EXORD's

HAITI CME - Providing Hope to HAITI

JS Haiti Products	JS Haiti Basic Rhythm	JS Haiti Current RH/Visits	Important Links
<b>Latest 04051500 Update</b> <b>Urlets:</b> <ul style="list-style-type: none"> <li>CJCS DCO Brief</li> <li>CJCS DCO Brief Notes</li> <li>SOUTHCOM Mission Update Urlet</li> </ul> <b>Latest Uploads:</b>	<ul style="list-style-type: none"> <li>KL Shift Change</li> <li>SOUTHCOM Commander SITREP Due to NJOIC</li> <li>SOUTHCOM Slides Due to NJOIC</li> <li>Haiti Situation Update SVTC (DCO)</li> <li>OT Shift Change</li> </ul>	<ul style="list-style-type: none"> <li>DoD Medivacs to date</li> <li>Scheduled Flights for Cephon Space &amp; Transport</li> <li>Payment of the HRP</li> <li>Powder CAPs</li> <li>Additional MRFs for Haiti</li> <li>Policy on treated patients</li> <li>Humanitarian Way Ahead to Process Haiti ANCHS</li> </ul>	<ul style="list-style-type: none"> <li>SOUTHCOM Haiti Portal</li> <li>JTF Haiti</li> <li>Haiti HADR Framework</li> <li>State Dept Wiki</li> <li>INOCENTRA - State Dept site for Unclassified USG comm</li> <li>US Dept of Health &amp; Human Services</li> <li>AF Partner Support Material</li> </ul>

# All Partners Access Network



- **Unclassified social networking / collaboration platform.**
- **Enables collaboration between DoD and non-DoD partners, academia, international communities, and the population.**
- **A decision was made quickly by COCOM leadership to operationally test APAN as a means of facilitating DoD support to the crisis response.**





UDOP - Globe - Windows Internet Explorer provided by JS IE7 v1.0 UNCLASSIFIED

http://3dudop.org/haiti/main.php

File Edit View Favorites Tools Help

UDOP - Globe

# 3D UDOP

PROVIDED BY UNITED STATES SOUTHERN COMMAND

View Add/Edit Globe Tools Collaboration

Help Presentations Analytics Authoring Current Content

## KML

- ☒ Basic Relief Data
  - ☐ Legend - Default Icon Set
  - ☒ Hospitals
    - ☐ Map\_UNJLC\_QuakeRespn
    - ☐ Map\_USAID\_Quake
    - ☐ Map\_UN
    - ☐ PopulationGraph.kmz
    - ☐ JointOpsGroupTopoMap.kmz
    - ☐ PapTopoMap112k14.kmz
    - ☐ PapTopoMap112k24.kmz
    - ☐ PapTopoMap112k44.kmz
    - ☐ Topographynearepicenter.kmz
    - ☐ National Borders
    - ☐ Terrain Maps - Global Coverage
- ☐ Chilean

Fly-to

## More Info

**Creator:** sc.udop  
**Name:**  
**Phone:** 3905  
**Approver:** sc.udop  
**Submission Date:** 2010-01-30 15:41:45.960001  
**Export:** [KMZ/KML File](#)

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Imagery Date: Jan 25, 2010 18°31'40.32" N 72°18'17.31" W elev 0 ft Eye alt 24606 ft  
MGRS: 18Q YF 8454 5071 5.1.7894.7252

Done Internet 100%



# UDOP Challenges



- **Need a data content management strategy**
- **Governance process needed to establish authoritative data sources**
- **How do we aggregate the volume of structured and unstructured data and “make sense” of it all**
- **Need fewer shape files, richer data (details are important)**
- **Should be a common look / feel on JWICs / SIPR / NIPR**

# ISAF



**“Information and Intelligence is the Fire and Maneuver of this Century”**

**MG Flynn, ISAF DCOS Intel**

**“All the information we need is available in ISAF, we just don’t know where it is or how to access it”**

**ISAF KMO**

**“Information is like confetti; it’s everywhere, but no one will turn off the fan!”**

**RC South, KIFC KMO**

# ISAF



## Challenges in a Coalition Environment

- **People:** Deployments are 6 months; culture of information sharing; various levels of IT experience
- **Processes:** Too bureaucratic and reliant on structured reporting; “need to share” must be enforced; over-classification of information.
- **Multiple networks;** IT systems are historically stovepipes

*“ In a Counterinsurgency, the side that learns faster and adapts more rapidly-the better learning organization usually wins”*

*US Army Field Manual 3-24 COIN*

# ISAF



## Prior to Jun 09

- **Data Ownership**
- **Filtering of Reports**
- **Over Classification**
- **Lack of Data Migration to Releasable Networks**
- **Not Leaving Data for RIP units**
- **Less than Optimal use of our precious IT resources**
- **No collaborative portal**
- **No use of Chat**
- **Paper Staffing**

## March 10

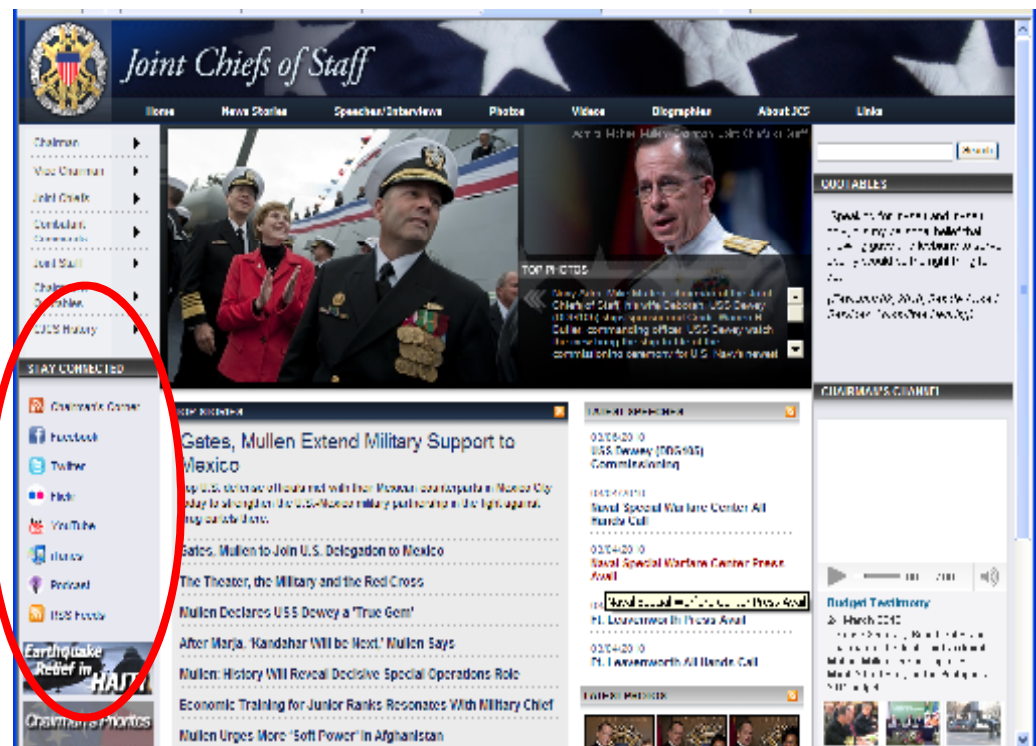
- **Established a KM Office**
- **Directorate KMs/Content Managers**
- **Increasing in-theater training on KM**
- **Afghans in Operations Centers/LNOs**
- **Situational Awareness Room**
- **Proliferation of UNCLASS info environment**
- **Standardized Tools**
- **Afghanistan Mission Network**
- **Collaborative Portal**
- **Use of Chat**
- **Proliferation of electronic staffing and workflow**

# Joint Staff use of Social Media



*The Chairman is out there and discoverable!!*

- MicroBlogs
  - Twitter
- Social Networking
  - Facebook
- Photo / Video / Audio Sharing
  - Flickr (photos – unclass)
  - You Tube (video – unclass)
  - Chairman's PodCast



**RSS – The key to operationalizing the use of these tools...not just for Public Affairs**



# How Far The JS Has Come



Dec 2008	Spring 2010
<ul style="list-style-type: none"> <li>•C Drive / shared drives / desk top</li> <li>•E rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise Content Management System (Documentum)</li> <li>• Enterprise Workflow (Metastorm)</li> <li>• Intelink SharePoint</li> </ul>
<ul style="list-style-type: none"> <li>•Separate, isolated TS Network (JSIN-T)</li> </ul>	<ul style="list-style-type: none"> <li>• Migrated primary network to SIPRNet (JSIN-S)</li> </ul>
<ul style="list-style-type: none"> <li>•<u>No</u> wikis</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlined NIPR / SIPR Portals (Vignette)</li> <li>• Intelink / Intellipedia wikis and blogs (J-Dir / CME)</li> <li>• All Partners Access Network (APAN)</li> </ul>
<ul style="list-style-type: none"> <li>•<u>No</u> Blogs</li> <li>•<u>No</u> RSS</li> <li>•<u>No</u> RSS aggregator</li> </ul>	<ul style="list-style-type: none"> <li>• Intelink SIPR / NIPR blogs</li> <li>• Chirp, Facebook, Twitter, YouTube</li> <li>• RSS / RSS Aggregator (FeedDemon)</li> </ul>
<ul style="list-style-type: none"> <li>•Email; JWICs mIRC</li> <li>•<u>Limited</u> DCO Jabber XMPP / ADOBE but not widely used</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• DCO Jabber XMPP chat / mIRC chat / Intelink IM</li> </ul>
<ul style="list-style-type: none"> <li>•Tandberg (Selected Users)</li> </ul>	<ul style="list-style-type: none"> <li>• DCO Web Conferencing - Audio / Video for the masses 20</li> </ul>

# Where We Need To Go



- **Service-Oriented Environment – interoperability of all capabilities .... no proprietary solutions**
- **Net-Centric, web-enabled technology which provides secure, reliable communications in multiple ways from distributed nodes in a denied and/or degraded environment**
  - **Capability to the edge – including mobile devices**
  - **Secure video, voice, data on the move (anywhere / anytime)**
- **Simultaneous collaboration, dynamic updating and visualization of data**

# Where We Need To Go (cont)



- **Better human machine interface**
  - Collective Intelligence / “Learning” systems (Semantic Web?)
  - Attribute based access (single sign on)
- **Flexible, scalable, software defined operations centers that integrate human factors engineering**
- **Improved knowledge visualization**
  - Access to data across multiple systems / joint user messaging?
  - Improved UDOP (2D and 3D Data Visualization – see KAVE)
  - User interface which integrates chat, video, FMV, blogs, national level data feeds
  - Widgets / apps to support rapidly gaining situational understanding, option development, and decision making
- **Virtual environment for education and training as well as forecasting (i.e. horizon scanning) and predictive analysis**
  - Virtual world for meetings, conferences, brainstorming, summits, planning.
  - Virtual replication of distributed nodes for high risk training in safe environment.



# It's Not the IT, It's the Culture



- **Must change the culture of the organization**
  - **Must have a CEO champion and catalysts at all levels who lead change**
  - **10 / 10 / 80 rule.**
    - **Sustain the 10% “early adopters”. They get it.**
    - **Tie up the small % of “mal-adopters” (keep them busy with projects).**
    - **Fire or remove the 10% “non-adopters”.**
    - **80% are on the fence waiting to see how the senior leadership responds to the other two groups; they’ll either get on board or wait out change.....**
      - **Incentivize the late-adopters. They want to get it.**
      - **Recognize and reward innovation.**
      - **Build a learning organization.**

# John Chambers: Getting Cisco Through Tough Times

By [Michael Useem](#)

Posted October 22, 2009



- *In Chambers's view, he would have to repeatedly get the jump on new know-how before others.*
- *Chambers pushed Cisco into videoconferencing, for instance, ahead of the curve. The company created TelePresence.*
- *Moved Cisco from command and control to empowerment and collaboration.*
- *Creative ideas come from too many locations, he decided, for a conventional pyramid to work anymore.*
- *Information is now widely shared through Ciscopedia, the equivalent of Wikipedia for internal use, and product decisions are the province of lateral networks of some 500 senior managers.*
- *The "entire leadership team, including me, had to invent a different way to operate," he says.*



# So What?



**We must operate in the  
“information environment” and  
learn and adapt at a precision and  
speed greater than our adversaries!**

***“You can be a zealot or a martyr, you choose”  
....LTG McChrystal***

# Questions???



— “DELIVERING THE FUTURE, STARTING TODAY, GOING FASTER INTO TOMORROW” —